

## Workforce Planning Toolkit

### Introduction

The Workforce Planning project was established at the request of the HR Directors Network to enable improved intelligence around current and future workforce. The increased emphasis upon the effective use of resources and upon placing workforce planning clearly in the context of partnership working, place based budgets and the need for major workforce changes across services and organisations – poses a huge challenge for local government in the region.

The project has built on the support that LGYH has previously offered to councils in terms of Workforce Planning advice, tools and resources. At a time of economic downturn and the government spending reductions, it has been even more important to emphasise the need for effective workforce planning across local authorities in the region. Our approach has been to build capacity and identify appropriate support as well as to start to embed the culture and practice of workforce planning. This work has now been integrated into the Organisation Design and Workforce Change project which is due to run until December 2011.

### Workforce Planning – What is it?

Effective workforce planning involves a systematic process which enables organisations to work towards having the right workforce with the right skills, competencies and behaviours, in the right place, at the right time and at the right cost in order to meet organisational goals.

Workforce planning is not a standalone activity and in order to be most effective and meaningful it should be part of a wider organisational strategic planning process considering both internal and external factors.

### The Essentials

- Top level commitment
- Strong leadership and management support
- Buy in from Functional staff
- Clear organisational goals and understanding of the culture and competencies required across the organisation

## The Impact and Benefits of Workforce Planning

- Better knowledge and understanding of current workforce and skills and the internal context
- Identification of external context – political, social, economic, technological, environmental and legal and the potential impact on the organisation
- Helps councils and other organisations identify and plan how to tackle current and future workforce challenges and priorities
- Mechanism to establish effective succession planning and career pathways hence reducing advertising and recruitment and selection costs and maximising talent retention
- Supports organisational restructures
- Identification of future needs and potential gaps which can then be addressed

### Online tools are available for councils in the Yorkshire and Humber region to use:

1. **WorkforceNet** ([www.netaudit.co.uk/workforcenet](http://www.netaudit.co.uk/workforcenet)) is an online tool to support workforce planning across the region. Workforce Net will help authorities review the strength of their workforce plan, comparing against good practice standards. This provides on line self assessment and development tools in order to provide support, advice and resources for local authorities. There are 3 main functions of the tool:
  - Self assessment
  - Action planning – the review and reporting functions use a traffic light rating against all criteria
  - Sharing practice and guidance
  
2. **Skills Net** ([www.netaudit.co.uk/nweo](http://www.netaudit.co.uk/nweo)) - Working both as a standalone product and in tandem with the Workforce planning tool, Skills Net is an on-line tool and a mechanism for sharing practice and learning with peers, which will enable authorities to:
  - benchmark themselves and build evidence portfolios electronically
  - prioritise activity, using a traffic-light system to target resources and action
  - access on-line support, information and examples of good practice

For information about accessing the above tools and resources, please contact [julie.brookes@lgyh.gov.uk](mailto:julie.brookes@lgyh.gov.uk)

### Useful Support / Information

#### ***Internal Support / Resources***

Business Planning teams

HR and OD teams

Finance and IT teams

## **External Support / Resources**

More information on workforce planning can be found at:

[www.idea.gov.uk/idk/core/page.do?pagelId=5448611](http://www.idea.gov.uk/idk/core/page.do?pagelId=5448611)

### **The IDEA resources include:**

- Workforce Planning: Introduction and six step approach
- Resources and tools e.g. Workforce planning presentation  
[www.idea.gov.uk/idk/aio/15502051](http://www.idea.gov.uk/idk/aio/15502051)
- Case studies and related documents

Milton Keynes Workforce Development Strategy <http://www.idea.gov.uk/idk/aio/19233880>

A multidimensional approach to successful Workforce planning  
<http://www.idea.gov.uk/idk/core/page.do?pagelId=17704731>

[www.audit-commission.gov.uk](http://www.audit-commission.gov.uk)

[www.lge.gov.uk](http://www.lge.gov.uk)

[www.lga.gov.uk](http://www.lga.gov.uk)

[www.improvementnetwork.gov.uk](http://www.improvementnetwork.gov.uk)

## **Workforce Plans**

### **Yorkshire and Humber Examples**

North East Lincolnshire Council Workforce Development Strategy 2011-2015

<http://www.google.co.uk/url?q=http://www.nelincs.gov.uk/GetAsset.aspx%3Fid%3DfAA2ADQAMQA2AHwAfABUAHIAAdQBIAHwAfAAwAHwA0&sa=U&ei=Wx9zTqXWJsWlhQe8xd2eDA&ved=0CCcQFjAD&usg=AFQjCNG3qpVHcjEVP4706RdRmX2ehG6Atg>

Sheffield City Council

<http://www.wayshrconsulting.com/wp-content/uploads/2010/10/Workforce-Planning-Sheffield-City-Council.pdf>

### **National Examples**

Hillingdon – Workforce Strategy 2005-2015

<http://www.londoncouncils.gov.uk/London%20Councils/Networks/Workforce%20Intelligence%20Group/HillingdonWorkforceStrategy2005201.pdf>